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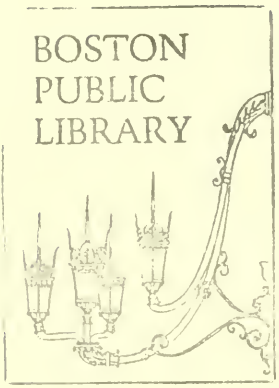
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CHINATOWN COMMUNITY CENTER: ANALYSIS OF THE CARRYING CAPACITY OF ITS PROPOSED OCCUPANTS

Prepared by

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July 27, 1990

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Introduction

With the encouragement of the Boston Redevelopment Authority, seven Asian community service organizations* have worked for over a year to formulate a plan for the development of a community service center on Parcel C in conjunction with plans formulated by two other organizations to develop multifamily, mixed-income housing on adjacent Parcels A & B in Chinatown.

The construction of this new community service facility would serve a number of purposes. It would provide a home for several community service organizations which, due to their current tenancy situations, have not been able to find permanent space in which they could expand services greatly needed in the community. It would bring together a number of organizations under one roof and thus be able to provide centralized health, education, and recreation services to residents of the housing developments proposed on adjacent Parcels A & B and to the Asian community in general. And it would be a focal point in Chinatown, serving as a common cultural and recreational meeting ground for the Asian community.

In support of these goals, the BRA has made several commitments to the seven participating organizations:

1. They will be allowed to determine the building program and design of the new facility;

2. They will be given a chance to develop, constructively own and control the management of the facility;

3. They will be able to occupy space in the facility at a price they can afford; and

4. The BRA will see that linkage funds and other resources are made available to fund the difference between the total carrying costs of the new facility and the carrying costs that the seven organizations can afford to pay.

To facilitate the task of moving this project from commitment to reality, the BRA made a grant to the Chinatown Community Center, Inc. (CCC), a nonprofit organization specifically established by the seven organizations to oversee the planning and development of the new facility. The purpose

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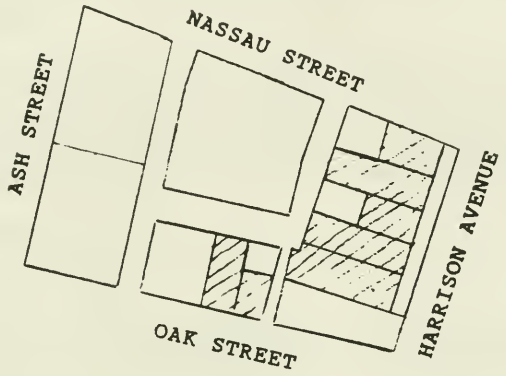
* The seven organizations are:

1. Asian American Resource Workshop
2. Chinese American Civic Association
3. Chinatown Boys & Girls Club
4. Chinese Progressive Association
5. Quincy School Community Council
6. South Cove Community Health Center
7. South Cove YMCA

Figure #1



PARCEL AREAS (IN SQ. FT.)

	Land	Street	Total
Parcel C	19,200	4,800	24,000
QSCC	2,237	2,237	4,474
Total	21,437	7,037	28,474

PROJECT: Parcel C Base Plan	REVISIONS: 1 2 3 4 5	
DRAWING:		
DATE: 2/15/90	SCALE: 1" = 100'	DRAWN BY: JGT

of this grant was to allow the CCC to hire a development consultant to assist them in performing certain development tasks, one of which is the subject of this report.

The following pages will focus on three tasks. The first will be to define a reasonable range of building options and costs for the new facility. The second will be to define the ability of the seven organizations to carry the costs of buildings in this range. And the third will be to measure the gap between what the facility will cost to build and what the organizations can afford to pay.

A. BUILDING PROGRAM AND COSTS

1. Maximum Build Program

The dimensions of the parcel and the requirements of the Chinatown Zoning District determine how big a facility could be built on Parcel C.

As can be seen in Figure #1, Parcel C is an "L" shaped property which is bisected by May Place into a square of approximately 10,000 square feet (SF) and a rectangle of approximately the same size, providing a maximum building footprint of approximately 20,000 SF. Zoning will allow a maximum height of 100 ft and a maximum gross floor area ratio of 6:1 as of right or 7:1 by approval of the Board of Appeal. Therefore, it appears that the largest building that would fit comfortably on the site would be a 6-story building covering 20,000 SF of the parcel for a total of approximately 120,000 gross square feet (GSF).

The seven organizations requested a total of 93,730 net square feet (NSF) in the new facility:

AARW	-	Asian American Resource Workshop	2,200
CACA	-	Chinese American Civic Association	15,250
CBGC	-	Chinatown Boys & Girls Club	14,500
CPA	-	Chinese Progressive Association	1,650
QSCC	-	Quincy School Community Council	8,250
SCCHC	-	South Cove Community Health Center	25,000
SCYMCA	-	South Cove YMCA	26,880
			93,730 NSF

Using an efficiency factor of 85%, a facility of 120,000 GSF would allow for all of the 93,730 NSF of program space requested and as much as 8,270 NSF for reception, information, public meeting, and management space.

2. Smaller-Scale Building Programs

Given current conditions, it is probably unrealistic to plan for the maximum build option. The linkage funds originally envisioned for the project are now not likely to be as large or available as soon as first thought.

At the same time, the participating organizations have their own budget constraints and, faced with paying higher per square foot costs for new space than they pay for their existing space, those that made large requests for space in the new facility are likely to scale them down.

In addition, one or more of the participating organizations may find alternative space and drop out of the building program altogether. (The SCYMCA, for instance, might go its own way with the enticement of a new facility on a site being offered by Tufts as part of its community benefits package on the South Station project.)

Given these factors, it seems reasonable to confine our analysis to a few of the smaller-scale building options that could meet the needs of the participating organizations and for purposes of this study, I have chosen three for analysis: Building Option A (90,000 GSF), Building Option B (60,000 GSF) and Building Option C (50,000 GSF).

A facility of 90,000 GSF (Option A) could accommodate all seven of the participating community service organizations, providing the South Cove Community Health Center and the South Cove YMCA with less space then they requested but enough for significant expansion. A facility of 60,000 GSF (Option B) could accommodate six of the organizations and a facility of 50,000 GSF (Option C) could accommodate five of the organizations. (See Appendices A & B for analyses of these options with regard to space allocation and massing.)

3. Range of Costs

Without at least schematic plans and preliminary specifications, it is hard to estimate the construction costs of these three building options with any precision. It is even more difficult to estimate the costs of financing the facility without knowing what financing options will be available two and three years into the future. Nevertheless, it is worth making some assumptions about these costs to see what the range of costs might be for a facility of these three different magnitudes.

In Appendices C and D, I have made come cost projections based upon the following assumptions:

Timing:
- Construction Start - July 1, 1992
- Construction Finish - December 31, 1993 to April 30, 1994
- Occupancy - March 1, 1994 to July 1, 1994

Construction:
- Construction costs exclude furniture, fixtures and equip.
- Low of $100/GSF hard construction cost
- High of $130/GSF hard construction cost

Financing:
- Low fees of 3%
- High Fees of 5%
- Low interest rate of 9.5%
- High interest rate of 11.5%
- Long term of 40 years
- Short term of 30 years

These assumptions provide a reasonable range of the total projected development costs for each of the facility options being examined:

Total Projected Development Costs

Option A (90,000 GSF)		Option B (60,000 GSF)		Option C (50,000 GSF)	
Low	High	Low	High	Low	High
$10.8M	$13.8M	$7.5M	$9.5M	$6.5M	$8.0M

These assumptions also provide a range of projected carrying costs that can be used for comparison with projected rents. Assuming that 100% of the facility's development costs will be financed (with the value of the land as equity), the interest and principal payments become the carrying cost most comparable to rent. Below is the projected range of carrying costs per gross square foot of each building option:

Total Projected Carrying Costs Per GSF

Option A (90,000 GSF)		Option B (60,000 GSF)		Option C (50,000 GSF)	
Low	High	Low	High	Low	High
$11.76	$18.42	$12.23	$18.99	$12.66	$19.33

B. CARRYING CAPACITY ANALYSIS

To estimate the ability of the seven participating organizations to carry these costs, I have projected their current rents to the year of occupancy of the new facility. (See Appendix E.) This analysis shows that the organizations could be expected to carry between $6-8$ per gross square foot. (Insurance, utilities, maintenance and security costs would be additional costs not included in this analysis.) The remainder is the gap that needs to be subsidized. (See Appendices F and G.)

Total Projected Gap In Carrying Costs

	Option A (90,000 GSF)		Option B (60,000 GSF)		Option C (50,000 GSF)	
Total Costs/GSF	Low ($12)	High ($19)	Low ($12)	High ($19)	Low ($12)	High ($19)
Gap at $6/GSF Rent	$ 540K	$1,170K	$ 360K	$ 780K	$ 300K	$ 650K
Gap at $8/GSF Rent	$ 360K	$ 990K	$ 240K	$ 660K	$ 200K	$ 550K

APPENDIX A

Trial Space Allocations

APPENDIX A

Trial Space Allocation
Under Building Program Options A, B & C

To examine the space-allocation impacts of each of the smaller-scale building options, I allocated space among the seven organizations in the ways shown below.

BUILDING OPTION A - 90,000 GSF

Organization	%	Program NSF	Program GSF	Prorated Total GSF	%
AARW	2.9%	2,200	2,588	2,809	3.1%
CACA	18.3%	14,000	16,471	17,872	19.9%
CBGC	15.7%	12,000	14,118	15,319	17.0%
CPA	2.4%	1,800	2,118	2,298	2.6%
QSCC	11.1%	8,500	10,000	10,851	12.1%
SCCHS	19.6%	15,000	17,647	19,149	21.3%
SCYMCA	22.2%	17,000	20,000	21,702	24.1%
	92.2%	70,500	82,941	90,000	100.0%
Public & Mgmt Space	7.8%	6,000	7,059		
	100.0%	76,500	90,000		

BUILDING OPTION B - 60,000 GSF

Organization	%	Program NSF	Program GSF	Prorated Total GSF	%
AARW	3.9%	2,000	2,353	2,537	4.2%
CACA	23.5%	12,000	14,118	15,222	25.4%
CBGC	19.6%	10,000	11,765	12,685	21.1%
CPA	3.5%	1,800	2,118	2,283	3.8%
QSCC	16.7%	8,500	10,000	10,782	18.0%
SCCHS	25.5%	13,000	15,294	16,490	27.5%
SCYMCA	0.0%	0	0	0	0.0%
	92.7%	47,300	55,647	60,000	100.0%
Public & Mgmt Space	7.3%	3,700	4,353		
	100.0%	51,000	60,000		

BUILDING OPTION C - 50,000 GSF

Organization	%	Program NSF	Program GSF	Prorated Total GSF	%
AARW	4.7%	2,000	2,353	2,545	5.1%
CACA	28.2%	12,000	14,118	15,267	30.5%
CBGC	0.0%	0	0	0	0.0%
CPA	4.2%	1,800	2,118	2,290	4.6%
QSCC	20.0%	8,500	10,000	10,814	21.6%
SCCHS	35.3%	15,000	17,647	19,084	38.2%
SCYMCA	0.0%	0	0	0	0.0%
	92.5%	39,300	46,235	50,000	100.0%
Public & Mgmt Space	7.5%	3,200	3,765		
	100.0%	42,500	50,000		

BUILDING OPTION SUMMARY

Organization	Requested NSF	Option A NSF	Option B NSF	Option C NSF
AARW	2,200	2,200	2,000	2,000
CACA	15,250	14,000	12,000	12,000
CBGC	14,500	12,000	10,000	0
CPA	1,650	1,800	1,800	1,800
QSCC	8,250	8,500	8,500	8,500
SCCHS	25,000	15,000	13,000	15,000
SCYMCA	26,880	17,000	0	0
	93.730	70,500	47,300	39,300
Public & Mgmt Space	8,270	6,000	3,700	3,200
	102,000	76,500	51,000	42,500

Option A (90,000 GSF) gives approximately the same square footage requested by AARW, CPA and QSCC but reduces the square footage requested by CACA from 15,250 to 14,000 NSF, by CBGC from 14,500 to 12,000 NSF, by SCCHS from 25,000 to 15,000 NSF, and by SCYMCA from 26,880 to 17,000 NSF.

Option B (60,000 GSF) assumes the SCYMCA will be located elsewhere, keeps the Option A square footage for AARW, CPA and QSCC, and cuts another 2,000 NSF from CACA, CBGC and SCCHS.

Option C (50,000 GSF) assumes CBGC, as well as SCYMCA, will be located elsewhere, keeps the Option B square footage for AARW, CPA, QSCC and CACA, but gives SCCHS 2,000 NSF more than in Option B (the same as in Option A).

The above allocations of space are arbitrary. They have not been approved by any of the participating organizations and should not be taken as the author's recommendation on how space should be allocated. Nevertheless, they are useful in evaluating some of the impacts of downsizing the facility.

They show, for instance:

1. At 90,000 GSF, the facility could accommodate all seven of the organizations. Even though SCCHC and SCYMCA would have only 60% and 62% of their space requests met, respectively, the new facility would still provide them an additional 15,000 NSF and 9,000 NSF, respectively, over their present facilities.

2. At 60,000 GSF, the facility could not accommodate all of the seven organizations. If SCYMCA were to find facilities elsewhere, however, the remaining six organizations could be accommodated.

3. At 50,000 GSF, the facility could probably accommodate only five of the organizations. Option C shows a space allocation assuming SCYMCA and CBGC found facilities elsewhere.

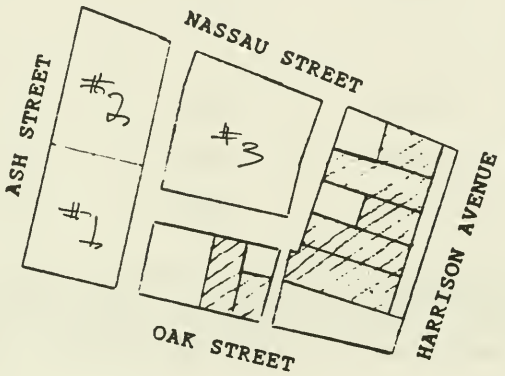
APPENDIX B

Trial Massing Options

APPENDIX B

Trial Massing Options
Under Building Options A, B & C

To see how Building Options A, B & C might be accommodated on Parcel C, I have analyzed various massing options based upon viewing the site as three massing areas or block as shown below:



Assuming Blocks #1 and #2 have footprints of approximately 5,000 SF each and Block #3 has a footprint of approximately 10,000 SF, and assuming the maximum desirable number of stories to be 6 on Block #1, 9 on Block #2, and 6 on Block #3, I have developed at least four massing options for each of the building options:

		BLOCK #1		BLOCK #2		BLOCK #3	
Building Option	Massing Option	Stories	GSF	Stories	GSF	Stories	GSF
Option A 90,000 GSF	A1	0	0	6	30,000	6	60,000
	A2	3	15,000	7	35,000	4	40,000
	A3	3	15,000	5	25,000	5	50,000
	A4	4	20,000	6	30,000	4	40,000

Building Option	Massing Option	Block #1 Stories	Block #1 GSF	Block #2 Stories	Block #2 GSF	Block #3 Stories	Block #3 GSF
Option B 60,000 GSF	B1	0	0	0	0	6	60,000
	B2	0	0	4	20,000	4	40,000
	B3	4	20,000	8	40,000	0	0
	B4	6	30,000	6	30,000	0	0
Option C 50,000 GSF	C1	0	0	0	0	5	50,000
	C2	3	15,000	7	35,000	0	0
	C3	4	20,000	6	30,000	0	0
	C4	5	25,000	5	25,000	0	0

This exercise demonstrates that reasonable massing options can be found for the three building options. It also shows that Building Options B and C can be built with reasonable massing alternatives on two of the three conceptual blocks, preserving a third for at-grade parking, recreation, or future expansion.

APPENDIX C

Development Cost Estimates

CHINATOWN COMMUNITY CENTER

LOW COST ESTIMATE

		OPTION A	OPTION B	OPTION C
Gross Square Feet		90,000	60,000	50,000
ACQUISITION AND SITE COST		0	0	0
HARD COSTS:				
Demolition		100,000	100,000	100,000
Construction	($100.00 /GSF)	9,000,000	6,000,000	5,000,000
Subtotal		9,100,000	6,100,000	5,100,000
SOFT COSTS:				
Devel. Consultant		250,000	250,000	250,000
Architecture & Engineering (in Const.)		0	0	0
Other consultants		200,000	200,000	200,000
Legal Fees		100,000	100,000	100,000
Accounting/Cost Certification		50,000	50,000	50,000
Clerk of the Works		100,000	100,000	100,000
Real Estate Taxes (exempt)		0	0	0
Permits (in Const.)		0	0	0
Construction Interest (in Const.)		0	0	0
Financing fees	3.0%	540,110	378,921	401,579
Subtotal		1,240,110	1,078,921	1,101,579
CONSTRUCTION CONTINGENCY	5.0%	455,000	305,000	255,000
TOTAL DEVELOPMENT COSTS		10,795,110	7,483,921	6,456,579
Hard Construction Costs/GSF		101.11	101.67	102.00
Total Development Costs/GSF		119.95	124.73	129.13

CHINATOWN COMMUNITY CENTER

HIGH COST ESTIMATE

		OPTION A	OPTION B	OPTION C
Gross Square Feet		90,000	60,000	50,000
ACQUISITION AND SITE COST		0	0	0
HARD COSTS:				
Demolition		100,000	100,000	100,000
Construction	($130.00 /GSF)	11,700,000	7,800,000	6,500,000
Subtotal		11,800,000	7,900,000	6,600,000
SOFT COSTS:				
Devel. Consultant		250,000	250,000	250,000
Architecture & Engineering (in Const.)		0	0	0
Other consultants		200,000	200,000	200,000
Legal Fees		100,000	100,000	100,000
Accounting/Cost Certification		50,000	50,000	50,000
Clerk of the Works		100,000	100,000	100,000
Real Estate Taxes (exempt)		0	0	0
Permits (in Const.)		0	0	0
Construction Interest (in Const.)		0	0	0
Bond Financing Fees	5.0%	688,947	473,421	401,579
Subtotal		1,388,947	1,173,421	1,101,579
CONSTRUCTION CONTINGENCY	5.0%	590,000	395,000	330,000
TOTAL DEVELOPMENT COSTS		13,778,947	9,468,421	8,031,579
Hard Construction Costs/GSF		131.11	131.67	132.00
Total Development Costs/GSF		153.10	157.81	160.63

APPENDIX D

Financing Cost Estimates

CHINATOWN COMMUNITY CENTER

FINANCING ANALYSIS

		OPTION A		OPTION B		OPTION C	
		Low	High	Low	High	Low	High
Low Int. Rate	9.50%						
High Int. Rate	11.50%						
Long Yrs of Term	40						
Short Yrs of Term	30						
Loan Amount		10,795,110	13,778,947	7,483,921	9,468,421	6,456,579	8,031,579
Annual P & I:							
9.5%, 40 yrs		1,058,617	1,351,226	733,907	928,516	633,161	787,613
9.5%, 30 yrs		1,124,970	1,435,918	779,907	986,714	672,847	836,979
11.5%, 40 yrs		1,261,143	1,609,731	874,312	1,106,152	754,292	938,292
11.5%, 30 yrs		1,298,839	1,657,846	900,445	1,139,215	776,838	966,338
Annual P & I/GSF:							
9.5%, 40 yrs		11.76	15.01	12.23	15.48	12.66	15.75
9.5%, 30 yrs		12.50	15.95	13.00	16.45	13.46	16.74
11.5%, 40 yrs		14.01	17.89	14.57	18.44	15.09	18.77
11.5%, 30 yrs		14.43	18.42	15.01	18.99	15.54	19.33

APPENDIX E

Projections of Existing Rents

CHINATOWN COMMUNITY CENTER

PROJECTIONS OF EXISTING RENTS

		AARW	CACA	CBGC	CPA	QSCC	SCCHC	SCYMCA	Total
1.	Existing NSF Occupied	1,800	11,394	8,500	1,500	8,303	11,957	9,800	
2.	Existing NSF Rented	1,800	11,394	0	1,500	4,303 (1)	1,357 (2)	9,800	30,154
3.	Rent 7/1/85-6/30/86	5,000	49,550	0	5,500	14,123			
4.	Rent 7/1/86-6/30/87	8,322	48,400	0	7,000	14,829			
5.	Rent 7/1/87-6/30/88	10,400	50,959	0	9,600	19,562		6,000	
6.	Rent 7/1/88-6/30/89	11,489	55,014	0	10,598	33,346	15,990	7,200	
7.	Rent 7/1/89-6/30/90	11,167	70,460	0	11,000	37,839	18,148	8,640	
8.	Rent 7/1/90-6/30/91	12,280	73,983	0	11,240	43,515	20,598	10,368	
9.	Rent 7/1/91-6/30/92	12,771	77,682	0	12,730	50,042	23,379	12,442	
10.	Rent 7/1/92-6/30/93	13,808	81,566	0	13,690	57,549	26,535	14,930	
11.	Rent 7/1/93-6/30/94	14,736	85,645	0	14,688	66,181	30,117	17,916	
12.	Rent Would Have Paid In Existing Space In Calendar Year 1994	14,976	87,786	0	14,976	71,144	32,149	19,707	240,739
13.	Annual Rent/NSF In 1994	8.32	7.70	0.00	9.98	16.53	23.69	2.01	7.98

(1) Acorn Day Care in Tai Tung Village
(2) PEACH Corp. in Mass. Pike Towers

APPENDIX F

Net Increases in Square Footage and Rent

CHINATOWN COMMUNITY CENTER - NET INCREASE IN SQUARE FOOTAGE AND RENT

WITH SUBSIDIZED RENT AT $6/GSF

A. Option A - 90,000 GSF

Organization	Existing NSF	New NSF	Retained NSF	Retained & New NSF	Net Increase	% Net Increase	Projected 1994 Rent On Old Space	Subsidized CCC Rent at $6/GSF	Increase	% Incr.
AARW	1,800	2,200	0	2,200	400	22.2%	14,976	16,854	1,878	12.5%
CACA	11,394 (1)	14,000	0	14,000	2,606	22.9%	87,786	107,232	19,446	22.2%
CBGC	8,500	12,000	0	12,000	3,500	41.2%	0	91,914	91,914	ALL
CPA	1,500	1,800	0	1,800	300	20.0%	14,976	13,788	(1,188)	-7.9%
QSCC	8,303 (2)	8,500	4,265 (4)	12,765	4,462	53.7%	71,144	65,106	(6,038)	-8.5%
SCCHC	11,957 (3)	15,000	10,600 (5)	25,600	13,643	114.1%	32,149	114,894	82,745	257.4%
SCYMCA	9,800	17,000	0	17,000	7,200	73.5%	19,707	130,212	110,505	560.7%
	53,254	70,500	14,865	85,365	32,111	60.3%	240,738	540,000	299,262	124.3%
Public & Mgmt Space		6,000								
		76,500								

B. Option B - 60,000 GSF

Organization	Existing NSF	New NSF	Retained NSF	Retained & New NSF	Net Increase	% Net Increase	Projected 1994 Rent On Old Space	Subsidized CCC Rent at $6/GSF	Increase	% Incr.
AARW	1,800	2,000	0	2,000	200	11.1%	14,976	15,222	246	1.6%
CACA	11,394 (1)	12,000	0	12,000	606	5.3%	87,786	91,322	3,536	4.0%
CBGC	8,500	10,000	0	10,000	1,500	17.6%	0	76,110	76,110	ALL
CPA	1,500	1,800	0	1,800	300	20.0%	14,976	13,698	(1,278)	-8.5%
QSCC	8,303 (2)	8,500	4,265 (4)	12,765	4,462	53.7%	71,144	64,692	(6,452)	-9.1%
SCCHC	11,957 (3)	13,000	10,600 (5)	23,600	11,643	97.4%	32,149	98,946	66,797	207.8%
SCYMCA	NA	0	NA	NA	NA	NA	NA	NA	NA	NA
	43,454	47,300	14,865	62,165	18,711	43.1%	221,031	359,990	138,959	62.9%
Public & Mgmt Space		3,700								
		51,000								

CHINATOWN COMMUNITY CENTER - NET INCREASE IN SQUARE FOOTAGE AND RENT

WITH SUBSIDIZED RENT AT $6/GSF

C. Option C - 50,000 GSF

Organization	Existing NSF	New NSF	Retained NSF	Retained & New NSF	Net Increase	% Net Increase	Projected 1994 Rent On Old Space	Subsidized CCC Rent at $6/GSF	Increase	% Incr.
AARW	1,800	2,000	0	2,000	200	11.1%	14,976	15,270	294	2.0%
CACA	11,394 (1)	12,000	0	12,000	606	5.3%	87,786	91,602	3,816	4.3%
CBGC	NA	0	NA	NA	NA	NA	NA	NA	NA	NA
CPA	1,500	1,800	0	1,800	300	20.0%	14,976	13,740	(1,236)	-8.3%
QSCC	8,303 (2)	8,500	4,265 (4)	12,765	4,462	53.7%	71,144	64,884	(6,260)	-8.8%
SCCHC	11,957 (3)	15,000	10,600 (5)	25,600	13,643	114.1%	32,149	114,504	82,355	256.2%
SCYMCA	NA	0	NA	NA	NA	NA	NA	NA	NA	NA
	34,954	39,300	14,865	54,165	19,211	55.0%	221,031	300,000	78,969	35.7%
Public & Mgmt Space		3,200								
		42,500								

(1) Includes 1,844 SF at 31 Beach Street leased from CEDC
(2) Excludes 8,860 SF shared space in Quincy School
(3) Excludes Allston & Chelsea offices
(4) QSCC space at Quincy School and Oak Street
(5) SCCHC space at Quincy School

CHINATOWN COMMUNITY CENTER - NET INCREASE IN SQUARE FOOTAGE AND RENT

WITH SUBSIDIZED RENT AT $8/GSF

A. Option A - 90,000 GSF

Organization	Existing NSF	New NSF	Retained NSF	Retained & New NSF	Net Increase	% Net Increase	Projected 1994 Rent On Old Space	Subsidized CCC Rent at $8/GSF	Increase	% Incr.
AARW	1,800	2,200	0	2,200	400	22.2%	14,976	22,472	7,496	50.1%
CACA	11,394 (1)	14,000	0	14,000	2,606	22.9%	87,786	142,976	55,190	62.9%
CBGC	8,500	12,000	0	12,000	3,500	41.2%	0	122,552	122,552	ALL
CPA	1,500	1,800	0	1,800	300	20.0%	14,976	18,384	3,408	22.8%
QSCC	8,303 (2)	8,500	4,265 (4)	12,765	4,462	53.7%	71,144	86,808	15,664	22.0%
SCCHC	11,957 (3)	15,000	10,600 (5)	25,600	13,643	114.1%	32,149	153,192	121,043	376.5%
SCYMCA	9,800	17,000	0	17,000	7,200	73.5%	19,707	173,616	153,909	781.0%
	53,254	70,500	14,865	85,365	32,111	60.3%	240,738	720,000	479,262	199.1%
Public & Mgmt Space		6,000								
		76,500								

B. Option B - 60,000 GSF

Organization	Existing NSF	New NSF	Retained NSF	Retained & New NSF	Net Increase	% Net Increase	Projected 1994 Rent On Old Space	Subsidized CCC Rent at $8/GSF	Increase	% Incr.
AARW	1,800	2,000	0	2,000	200	11.1%	14,976	20,296	5,320	35.5%
CACA	11,394 (1)	12,000	0	12,000	606	5.3%	87,786	121,776	33,990	38.7%
CBGC	8,500	10,000	0	10,000	1,500	17.6%	0	101,480	101,480	ALL
CPA	1,500	1,800	0	1,800	300	20.0%	14,976	18,264	3,288	22.0%
QSCC	8,303 (2)	8,500	4,265 (4)	12,765	4,462	53.7%	71,144	86,256	15,112	21.2%
SCCHC	11,957 (3)	13,000	10,600 (5)	23,600	11,643	97.4%	32,149	131,928	99,779	310.4%
SCYMCA	NA	0	NA	NA	NA	NA	NA	NA	NA	NA
	43,454	47,300	14,865	62,165	18,711	43.1%	221,031	480,000	258,969	117.2%
Public & Mgmt Space		3,700								
		51,000								

CHINATOWN COMMUNITY CENTER - NET INCREASE IN SQUARE FOOTAGE AND RENT

WITH SUBSIDIZED RENT AT $8/GSF

C. Option C - 50,000 GSF

Organization	Existing NSF	New NSF	Retained NSF	Retained & New NSF	Net Increase	% Net Increase	Projected 1994 Rent On Old Space	Subsidized CCC Rent at $8/GSF	Increase	% Incr.
AARW	1,800	2,000	0	2,000	200	11.1%	14,976	20,360	5,384	36.0%
CACA	11,394 (1)	12,000	0	12,000	606	5.3%	87,786	122,136	34,350	39.1%
CBGC	NA	0	NA	NA	NA	NA	NA	NA	NA	NA
CPA	1,500	1,800	0	1,800	300	20.0%	14,976	18,320	3,344	22.3%
QSCC	8,303 (2)	8,500	4,265 (4)	12,765	4,462	53.7%	71,144	86,512	15,368	21.6%
SCCHC	11,957 (3)	15,000	10,600 (5)	25,600	13,643	114.1%	32,149	152,672	120,523	374.9%
SCYNCA	NA	0	NA	NA	NA	NA	NA	NA	NA	NA
	34,954	39,300	14,865	54,165	19,211	55.0%	221,031	400,000	178,969	81.0%
Public & Mgmt Space		3,200								
		42,500								

(1) Includes 1,844 SF at 31 Beach Street leased from CEDC
(2) Excludes 8,860 SF shared space in Quincy School
(3) Excludes Allston & Chelsea offices
(4) QSCC space at Quincy School and Oak Street
(5) SCCHC space at Quincy School

APPENDIX G

Projected Rent Gap Calculations

CHINATOWN COMMUNITY CENTER - PROJECTED RENT GAP CALCULATIONS

PAYING $6/GSF

A. Option A - 90,000 GSF

Organization	Program NSF	Program GSF	Prorated Total GSF Allocated	Projected 1994 Rent On Old Space	Equals $/GSF of New Space	CCC Rent at $6/GSF	Excess Over Projected 1994 Rent On Old Space	Low Projected 1994 Rent On New Space at $12/GSF	High Projected 1994 Rent On New Space at $19/GSF	Low Total 1994 Rent Gap	High Total 1994 Rent Gap
AARW	2,200	2,588	2,809	14,976	5.79	16,854	1,878	33,708	53,371	16,854	36,517
CACA	14,000	16,471	17,872	87,786	5.33	107,232	19,446	214,464	339,568	107,232	232,336
CBGC	12,000	14,118	15,319	0	0.00	91,914	91,914	183,828	291,061	91,914	199,147
CPA	1,800	2,118	2,298	14,976	7.07	13,788	(1,188)	27,576	43,662	13,788	29,874
QSCC	8,500	10,000	10,851	71,144	7.11	65,106	(6,038)	130,212	206,169	65,106	141,063
SCCHC	15,000	17,647	19,149	32,149	1.82	114,894	82,745	229,788	363,831	114,894	248,937
SCYMCA	17,000	20,000	21,702	19,707	0.99	130,212	110,505	260,424	412,338	130,212	282,126
	70,500	82,941	90,000	240,738	2.90	540,000	299,262	1,080,000	1,710,000	540,000	1,170,000
Public & Mgmt Space	6,000	7,059									
	76,500	90,000									

B. Option B - 60,000 GSF

Organization	Program NSF	Program GSF	Prorated Total GSF Allocated	Projected 1994 Rent On Old Space	Equals $/GSF of New Space	CCC Rent at $6/GSF	Excess Over Projected 1994 Rent On Old Space	Low Projected 1994 Rent On New Space at $12/GSF	High Projected 1994 Rent On New Space at $19/GSF	Low Total 1994 Rent Gap	High Total 1994 Rent Gap
AARW	2,000	2,353	2,537	14,976	6.36	15,222	246	30,444	48,203	15,222	32,981
CACA	12,000	14,118	15,222	87,786	6.22	91,332	3,546	182,664	289,218	91,332	197,886
CBGC	10,000	11,765	12,685	0	0.00	76,110	76,110	152,220	241,015	76,110	164,905
CPA	1,800	2,118	2,283	14,976	7.07	13,698	(1,278)	27,396	43,377	13,698	29,679
QSCC	8,500	10,000	10,782	71,144	7.11	64,692	(6,452)	129,384	204,858	64,692	140,166
SCCHC	13,000	15,294	16,491	32,149	2.10	98,946	66,797	197,892	313,329	98,946	214,383
SCYMCA	0	0	0	NA	NA	NA	NA	NA	NA	NA	NA
	47,300	55,647	60,000	221,031	3.97	360,000	138,969	720,000	1,140,000	360,000	780,000
Public & Mgmt Space	3,700	4,353									
	51,000	60,000									

CHINATOWN COMMUNITY CENTER - PROJECTED RENT GAP CALCULATIONS

PAYING $6/GSF

C. Option C - 50,000 GSF

Organization	Program NSF	Program GSF	Prorated Total GSF Allocated	Projected 1994 Rent On Old Space	Equals $/GSF of New Space	CCC Rent at $6/GSF	Excess Over Projected 1994 Rent On Old Space	Low Projected 1994 Rent On New Space at $12/GSF	High Projected 1994 Rent On New Space at $19/GSF	Low Total 1994 Rent Gap	High Total 1994 Rent Gap
AARW	2,000	2,353	2,545	14,976	6.36	15,270	294	30,540	48,355	15,270	33,085
CACA	12,000	14,118	15,267	87,786	6.22	91,602	3,816	183,204	290,073	91,602	198,471
CBGC	0	0	0	NA	NA	NA	NA	NA	NA	NA	NA
CPA	1,800	2,118	2,290	14,976	7.07	13,740	(1,236)	27,480	43,510	13,740	29,770
QSCC	8,500	10,000	10,814	71,144	7.11	64,884	(6,260)	129,768	205,466	64,884	140,582
SCCHC	15,000	17,647	19,084	32,149	1.82	114,504	82,355	229,008	362,596	114,504	248,092
SCYMCA	0	0	0	NA	NA	NA	NA	NA	NA	NA	NA
	39,300	46,235	50,000	221,031	4.78	300,000	78,969	600,000	950,000	300,000	650,000
Public & Mgmt Space	3,200	3,765									
	42,500	50,000									

CHINATOWN COMMUNITY CENTER - PROJECTED RENT GAP CALCULATIONS

PAYING $8/GSF

A. Option A - 90,000 GSF

Organization	Program NSF	Program GSF	Prorated Total GSF Allocated	Projected 1994 Rent On Old Space	Equals $/GSF of New Space	CCC Rent at $8/GSF	Excess Over Projected 1994 Rent On Old Space	Low Projected 1994 Rent On New Space at $12/GSF	High Projected 1994 Rent On New Space at $19/GSF	Low Total 1994 Rent Gap	High Total 1994 Rent Gap
AARW	2,200	2,588	2,809	14,976	5.79	22,472	7,496	33,708	53,371	11,236	30,899
CACA	14,000	16,471	17,872	87,786	5.33	142,976	55,190	214,464	339,568	71,488	196,592
CBGC	12,000	14,118	15,319	0	0.00	122,552	122,552	183,828	291,061	61,276	168,509
CPA	1,800	2,118	2,298	14,976	7.07	18,384	3,408	27,576	43,662	9,192	25,278
QSCC	8,500	10,000	10,851	71,144	7.11	86,808	15,664	130,212	206,169	43,404	119,361
SCCHC	15,000	17,647	19,149	32,149	1.82	153,192	121,043	229,788	363,831	76,596	210,639
SCYMCA	17,000	20,000	21,702	19,707	0.99	173,616	153,909	260,424	412,338	86,808	238,722
	70,500	82,941	90,000	240,738	2.90	720,000	479,262	1,080,000	1,710,000	360,000	990,000
Public & Mgmt Space	6,000	7,059									
	76,500	90,000									

B. Option B - 60,000 GSF

Organization	Program NSF	Program GSF	Prorated Total GSF Allocated	Projected 1994 Rent On Old Space	Equals $/GSF of New Space	CCC Rent at $8/GSF	Excess Over Projected 1994 Rent On Old Space	Low Projected 1994 Rent On New Space at $12/GSF	High Projected 1994 Rent On New Space at $19/GSF	Low Total 1994 Reot Gap	High Total 1994 Rent Gap
AARW	2,000	2,353	2,537	14,976	6.36	20,296	5,320	30,444	48,203	10,148	27,907
CACA	12,000	14,118	15,222	87,786	6.22	121,776	33,990	182,664	289,218	60,888	167,442
CBGC	10,000	11,765	12,685	0	0.00	101,480	101,480	152,220	241,015	50,740	139,535
CPA	1,800	2,118	2,283	14,976	7.07	18,264	3,288	27,396	43,377	9,132	25,113
QSCC	8,500	10,000	10,782	71,144	7.11	86,256	15,112	129,384	204,858	43,128	118,602
SCCHC	13,000	15,294	16,491	32,149	2.10	131,928	99,779	197,892	313,329	65,964	181,401
SCYMCA	0	0	0	NA	NA	NA	NA	NA	NA	NA	NA
	47,300	55,647	60,000	221,031	3.97	480,000	258,969	720,000	1,140,000	240,000	660,000
Public & Mgmt Space	3,700	4,353									
	51,000	60,000									

CHINATOWN COMMUNITY CENTER - PROJECTED RENT GAP CALCULATIONS

PAYING $8/GSF

C. Option C - 50,000 GSF

Organization	Program NSF	Program GSF	Prorated Total GSF Allocated	Projected 1994 Rent On Old Space	Equals $/GSF of New Space	CCC Rent at $8/GSF	Excess Over Projected 1994 Rent On Old Space	Low Projected 1994 Rent On New Space at $12/GSF	High Projected 1994 Rent On New Space at $19/GSF	Low Total 1994 Rent Gap	High Total 1994 Rent Gap
AARW	2,000	2,353	2,545	14,976	6.36	20,360	5,384	30,540	48,355	10,180	27,995
CACA	12,000	14,118	15,267	87,786	6.22	122,136	34,350	183,204	290,073	61,068	167,937
CBGC	0	0	0	NA	NA	NA	NA	NA	NA	NA	NA
CPA	1,800	2,118	2,290	14,976	7.07	18,320	3,344	27,480	43,510	9,160	25,190
QSCC	8,500	10,000	10,814	71,144	7.11	86,512	15,368	129,768	205,466	43,256	118,954
SCCHC	15,000	17,647	19,084	32,149	1.82	152,672	120,523	229,008	362,596	76,336	209,924
SCYMCA	0	0	0	NA	NA	NA	NA	NA	NA	NA	NA
	39,300	46,235	50,000	221,031	4.78	400,000	178,969	600,000	950,000	200,000	550,000
Public & Mgmt Space	3,200	3,765									
	42,500	50,000									

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